



Local Workforce Investment Area Six

2014-2019

Five-Year Local Plan

Baldrige Narrative

Preface: Organizational Profile
Describe the American Job Center Network, implementing service integration and functional management, within your local workforce investment area. This is to include: a description of the functional management structure and an explanation on how the service integration will occur in each Center

The general functions of the Workforce System Operators shall be to provide oversight for the operation of the Comprehensive Career Center and support to Affiliate sites. These functions may include but not be limited to: designating Site Leads to oversee the seamless service delivery design of the American Job Centers in LWIA 6 to include a Welcome Function, Skills/Career Development Function and a Business Services Team; developing service provision standards for member agencies; ensuring cross training of Partner staff; developing a menu of services for job seekers and employers to ensure maximum integration of services and coordination of referrals between partners. Services provided in the American Job Centers will be organized to ensure job seekers, incumbent workers and youth are positioned to meet Tennessee employer needs. The Tullahoma Comprehensive Center will strive to increase efficiency and maximize customer service opportunities by creating a functionally aligned and seamless Workforce System.

Functional alignment is both an opportunity and a tool to effectively organize staff and facilities in a manner that streamlines customer service delivery, capitalizes on the strengths of staff and/or technology to deliver services, leverages

resources, and reduces duplication. In order for the American Job Center delivery system to succeed, services must be integrated and delivered according to customer need not specifically program focus. This will be facilitated by the creation of a American Job Center chartering process and policy by the TDLWD. The chartering policy will be adopted by the State Workforce Board to be the foundation for aligning all workforce system policies and procedures. The chartering policy will require partner alignment of job seeker and business services – essentially a seamless service-delivery system that reduces customer confusion and establishes a functional approach to helping business find workers and workers find employment. It will also specify minimum standards for the service menu and customer service to be met and a branding requirement that demonstrates a statewide workforce system. Until this chartering policy is created, LWIA 6 has entered into Memorandums of Understanding (MOU) with the Workforce System Operators and Career Center Partners to carry out the Service Integration Policy. The MOU establishes a cooperative and mutually beneficial relationship among the parties, ensures that all customers are referred to unique services and provides for a referral process between agencies.

I. Leadership

Workforce Solutions is an organization, created by a vote, in the Tennessee General Assembly, to become the administered entity for the Workforce Investment Act in Local Workforce Area Six. The Local County Mayors and County Executives also approved Workforce Solutions to serve as

fiscal agent for Local Workforce Area Six funds.

1.1 Senior Leadership

Our senior leaders lead by committing themselves to completing their job responsibility in a professional and timely manner and also by encouraging our fellow employees to commit themselves to the same professional responsibilities. The senior leaders lead by direction and guidance from the Executive Director, knowing there is an open door, and provides a hands-on leadership therefore, the senior leaders lead in “like” manner. All the senior leaders have been involved with WIA since its inception. The staff works independently as much as possible and in concert with the Executive Director.

1.1a Organizational Vision and Values

Workforce Solutions, under the direction of the Local Workforce Investment Board, and the Local County Mayors and County Executives partnered with the Tennessee Career Center agencies to develop the strategic plan for administrating the Workforce Investment Act and create a mission and vision statement.

VISION: Create a workforce system that will serve as the premier provider of employment, training and educational services to employers and job seekers in the Local Workforce Investment Area Six.

MISSION: To provide a comprehensive network of career employment, training, educational, and support services for the

region’s employers, employees, and job seekers.

1.1b Communication and Organizational Performance

The success of any organization depends on the proper communication with board, partners and staff that performs the day-to-day activities of the organization. As the administrative entity of LWIA-6, Workforce Solutions conducts regular staff meetings, as well as career center consortium meetings. These meetings provide insight to all partners of the services available to clients who come to the American Job Center.

Workforce Solutions also prepares monthly reports for the Local Board, County Mayors and County Executives, and staff that details financial reports, registrations, placements, individual county activities, and cost of services provided. These communication efforts have proven to be extremely successful allowing all parties involved to have a clear picture of performance on a monthly basis.

Workforce Solutions, LWIA 6 is always working to better partner relationships, enhance communication, encourage innovative thinking and increase customer service and satisfaction on all levels ranging from jobseekers to employers. In our analysis of how our senior leaders lead, LWIA 6 prepared a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis looking for indicators of problem areas that need attention and corrective action plans.

1.1b –SWOT Analysis

Strengths	Opportunities
<ul style="list-style-type: none"> • Professional employer relationships • Good working relationships with our career center partners • Support from the board and local elected officials • Performance-based OJT Program • Accessible staff with focus on serving needs of participants and employers • Fiscal Accountability • Incumbent Worker Program • Providing Career Readiness Certificates to Career Center, secondary, post-secondary, and adult education in support of business and industry • Organizational structure • Diversity of youth program services • Continuation of Summer Youth Program dual enrollment and new high school programs • Availability of Mechatronics training • Support of state Dept of Labor funding of statewide projects • Stabilization of the unemployment rate 	<ul style="list-style-type: none"> • New Employers – expansion of plants and services to employers • Retention of existing industry • Continued growth of the OJT program • Regional organized industry associations • To serve LEP individuals • Youth STEM Program – TN Tech University • Marketing of CC partner services • Jobs for Tennessee graduates • To partner with all LWIA6 industrial boards • Nissan’s new electric autos will result in additional jobs • Participate in the “Three Star” and “Connect Tennessee” Programs • Promotion of “green” jobs and training • Promotion of CRC to include career centers and employers • Workforce Solutions as the administrative entity of TN Labor Management Center • Job creation thru the Volkswagen opening • Continued increase awareness of services for individuals with disabilities
Weaknesses	Threats
<ul style="list-style-type: none"> • Loss of high wages/shortage of available high-wage jobs • Availability and cost of transportation for participants • Facility – lack of parking space, assessments, and computer labs • Reduction of Wagner-Peyser funding • Lack of diversified employer base • Uniform performance measures among the CC partners • Delayed authorization of SY program funding • Insufficient staffing of CC partners • Eligibility requirements for youth program 	<ul style="list-style-type: none"> • Funding reductions • Downsizing/loss of major industry • Increasing unemployment rate • Increase of employer UI tax rate

1.2: Governance and Social Responsibilities

1.2a Organizational Governance

Workforce Solutions is structured to have different governing bodies, with different responsibilities for each. First, the Local County Mayors and Executives have assigned the responsibility of fiscal agent and administrative entity to Workforce Solutions. The Executive Director of Workforce Solutions reports monthly to this governing body on all matters that relate to WIA grants. Second, the Local Workforce Investment Board has the responsibility of approving all policies, procedures and program funded through the Workforce Investment Act. This body also provides oversight to the programs funded to adults, dislocated workers and youth participants. Third, the Local Youth Council reviews and provides recommendations to the Local Board, contractors who provide youth services to at-risk students in the seven (7) county areas in LWIA 6. As with the County Mayors and County Executives, the Executive Director reports monthly to the Local Workforce Board, updating the performance of services offered to participants. The Youth Coordinator is the liaison between the Youth Council and the Executive Director.

1.2b Legal and Ethical Behavior

Workforce Solutions, under the direction of the Local Workforce Investment Board and the Local County Mayors and County Executives, has the responsibility of providing the best possible services to individuals and organizations requesting them. County Mayors, County Executives, and the Executive Director evaluate financial reports monthly and meet quarterly for updates. The Workforce Investment Board and the Executive Director reviews program performance

monthly and meets quarterly. The County Mayors, County Executives, the Local Workforce Board, and Workforce Solutions share a social responsibility to be fiscally accountable with taxpayer dollars to ensure that for every dollar spent, an equal value service is provided. A prime example is the on-the-job training contracts, which are performance based. If the individual training provided through these contracts is not complete, no expenditures are incurred.

Workforce Solutions has developed a public reputation of providing leadership in the recruitment of new employees and providing services to existing employers. It is first and foremost the responsibility of Workforce Solutions to ensure that expenditures of taxpayer dollars provide positive outcome for those individuals being assisted.

2: Strategic Planning

2:1a Strategic Development Process

The Strategic Planning Process requires input from all American Job Center Partners. Each partner maintains individual budgets and performance levels; however the success of the American Job Center Systems depends on the success of the partners as a whole.

In the alignment of the Governor's plan, Workforce Solutions will help enhance economic prosperity in Tennessee by developing targeting strategies that support the creation of high quality jobs, advance communities, and support the training and growth of a 21st century skilled workforce.

The structure for the Strategic Planning Process each year is provided by the Tennessee Department of Labor and Workforce Development of Labor and

Workforce Development, which in turn compiles with requirements set forth by the Workforce Investment Act.

Education divisions provide opportunities for adults to receive the education, training, and assistance they need to find and secure employment and make better lives for themselves and their families

As a result of the partnership planning in the local area, a SWOT Analysis is completed each program year. This analysis reveals the strengths, weakness, opportunities and threats that exist in the Local Workforce Area Six. As this information is gathered, a plan of actions to address the concern is implemented by all American Job Center partners. Meetings with the American Job Center partners are held on a regular basis to monitor the success of the actions taken. Another major component of the Strategic Planning Process is to ensure that adequate and high demand occupation training is provided to individual seeking to prepare themselves for the workforces of the future. Demand occupation training is provided through but not limited to the following:

- Community Colleges
- Technology Centers
- Eligibility Private Training Providers
- On-the-Job Training Contracts
- Incumbent Worker Contracts
- Skill Shortage Contracts
- Career Readiness Certificates
- Youth Contractors

Workforce Solutions continually reviews the training process and will strive to develop training for the job of the future such as bio-diesel, biotech, green and others.

2.1b Strategic Objectives

The first and most important goal for Workforce Solutions and all American Job Center partners is to assist every participant in not only finding employment, but employment that provides a livable wage. In achieving this goal, several other goals must be met prior to employment, such as:

- Developing a process that provides a seamless delivery of services and referrals to customers
- American Job Center Partners with trained staff that are competent in their programs and have knowledge of partner services for proper referrals
- Provide services to job seekers such as, soft skills training, resume writing, interviewing skills, job search, job coaching, computer skills, individual training accounts through state eligibility training providers
- Assessments and testing in preparation for HSE exams and Career Readiness Certificates (CRC)
- Skills shortages training in area such as plastic injection molding machine operations; with several automotive suppliers in LWIA 6; the demand for this skills set is extremely high
- Available apprenticeship programs, that provide training in the building trades industry; these programs provide a good wage to participants, as well as increase as training components are completed
- Lineman apprenticeship program are also available through a partnership with International Brotherhood of Electrical Workers
- Workforce Solutions work hand-in-hand with the veteran

representatives at the American Job Center to ensure a smooth transition from military work to civilian employment, and it will be a priority to provide any person with a disability with every tool available to become employable from accommodation in the American Job Center to accommodation in the workplace

- Workforce Solutions and the American Job Center partners will continue to assist employers with their employment needs through customized training, on-the-job training, incumbent worker training, Career Readiness Certificate Work Keys Assessments, and job profiles. Every effort possible will be made to connect employers and training providers so the required post-secondary training program can be established. In addition, a goal of Workforce Solutions is to meet or exceed the performance measures established by negotiations between the Tennessee Department of Labor and Workforce Development and the Local Workforce Investment Board.

With the loss of hundreds of high paying jobs in LWIA 6, a reduction in performance measured is requested. Individuals are forced to accept lower paying jobs, and often times they do not remain on their jobs. This trend seems to apply to the adult and dislocated worker populations.

The performance levels were adjusted by reviewing actual performance for the past two program years. We also conducted a job outlook analysis with local industrial boards and used this information to

determine our proposed performance levels.

3: Customer and Market Focus

3.1a. Customer and Market Knowledge

Customer groups are identified through the Workforce Investment Act and the funding streams derived the Act. These groups include Adult, Dislocated Workers, Youth and Employers. In additional, other customer groups include underemployed, veterans, older workers, individual with disabilities, and displaced homemakers. Case managers in the American Job Center and affiliate sites work one-on-one with the majority of the customer categories.

In Local Workforce Investment Area Six, market focus is identified by surveys with local employers, and demand occupations, listed the Tennessee Department of Labor and Workforce Development *Source*. As demand occupations are identified, training can be implemented to prepare individuals for those positions.

3.2 Customer Relationships and Satisfaction

3.2a Customer Relationship Building

In Local Workforce Investment Area Six, customer relationships and relationship building and satisfaction is accomplished around the partnerships formed with Workforce Solutions, American Job Center partners, job seekers, industrial boards, plant managers associations, human resource managers associations, chambers of commerce, board of education, and other civic and social organizations.

Customer relationships with job seekers are developed with the case manager as the individual employment plans are developed. The case manager reviews the

short-term and long-term goals of each client on an individual basis. This process provides the opportunity for the case manager and job seeker to form a bond, with the ultimate goal being meaningful employment for the individual. Customer relationships with the employer community are developed through personal and professional involvement with the Local Workforce Investment Board and the senior staff of Workforce Solutions.

Senior staff works directly with the employer community to determine their employment and training needs then take this information and develop training strategies with the American Job Center partners to accommodate the employer needs.

3.2b Customer Satisfaction Determination

Success of this process is clearly evident as the employer community in Local Workforce Investment Area Six continues to reach out to Workforce Solutions and the American Job Center partners for their employment and training needs.

In addition, the customer satisfaction surveys conducted by the University of Memphis, indicates both job seekers and employers have a high satisfaction level with services provided them from the Local Workforce Investment Board, Workforce Solutions, and the American Job Center Partners.

4. Measurement, Analysis and Knowledge Management

4.1 Measurement, Analysis and Improvement of Organizational Performance

4.1a Performance Measurement

4.1b Performance, Analysis, Review and Improvement

4.2a Management of Information, Information Technology, and Knowledge

4.2b Data, Information, and Knowledge Management

For the past several years, Workforce Solutions has been utilizing a process approved by the Local Workforce Investment Board to measure, analysis, and monitor performance of services provided in Local Area Six. This process reveals the following information:

- ✓ number of individuals employed each month
- ✓ starting wage
- ✓ cost of employment assistance
- ✓ tenure of individual employed in earlier months

Workforce Solutions performs monthly and annually internal comparisons, as well as external comparisons with other LWIA areas in Tennessee. Negotiated performance measures and various reports are analyzed quarterly by Workforce Solutions senior staff and the information is distributed to the Local Workforce Investment Board, County Mayors, County Executives, Commission of Labor, Administrator and Assistance Administrator of Employment and Training of the Tennessee Department of Labor. Other monthly reports that include program updates, grants status,

cumulative expense reports, county activity reports, and placement information are distributed to the Local and Workforce Solutions staff. This report provides the necessary information to recognize the successes as well as the weaknesses of the services offered through Workforce Solutions. Information is also managed by reports, such as Dolce Vita, Discovery, the University of Memphis, and local staff with CMATS accessibility. Workforce Solutions has contracted with Alliance Network Solutions, an IT company to manage the technical and computer operations of this agency.

Organizational knowledge is accomplished by matching experienced staff with job and organizational requirements. In addition, Workforce Solutions conducts scheduled staff meetings and training sessions to keep staff informed of new policies and procedures.

5: Workforce Focus

5.1 Workforce Engagement

5.1a Workforce Enrichment

5.1b Workforce and Leadership Development

5.1c Assessment of Workforce Engagement

5.2 Workforce Environment

5.2a Workforce Capability and Capacity

Workforce Solutions and the American Job Center partners work in unison to improve the workforce regardless of individual positions or job duties. Workforce Solutions, management from the top down, works with American Job Center staff to create an environment of hard work, teamwork, and dedication.

Cross training is also provided to all staff; this provides opportunity to learn new tasks and recognition of the duties of other Career Center Staff. Workforce Solutions conducts annual performance reviews, which enables staff to recognize their individual strengths and weaknesses. Workforce Solutions staff is also provided opportunities to attend numerous professional training seminars.

In creating an effective and supportive workforce environment, Workforce Solutions and the American Job Center partners have three major considerations in the selection process for the locations of the centers throughout Local Workforce Area Six. First, cost, location, and community recognition were vital in the decision process. The fact that the American Job Center in Tullahoma is housed in Red-Act buildings and the monthly cost consists of utilities and maintenance fees.

6. Operations Focus

How do you design your work system? Describe how integrated co-enrollments and the process for determining the appropriateness and seamless approach will be achieved. How will necessary case management and reporting tasks be maintained and improved?

Workforce System Operators designated as a Partner Consortium shall provide oversight for the operation of the American Job Center and support to affiliate sites. These functions may include but not be limited to: designating Site Leads to oversee the seamless service delivery design of the American Job Centers in LWIA 6 to include a Welcome Function, Skills/Career Development Function and a Business Services Team. The American Job Center in Tullahoma will strive to increase efficiency

and maximize customer service opportunities by creating a functionally aligned and seamless Workforce System. In order for the American Job Center delivery system to succeed, services must be integrated and delivered according to customer need not specifically program focus. This will be facilitated by the creation of a American Job Center chartering process and policy by the TDLWD. The chartering policy will be adopted by the State Workforce Board to be the foundation for aligning all workforce system policies and procedures, including necessary case management and reporting tasks. Until this chartering policy is created, LWIA 6 has entered into Memorandums of Understanding (MOU) with the Workforce System Operators and American Job Center Partners to carry out the Service Integration Policy. The MOU establishes a cooperative and mutually beneficial relationship among the parties, ensures that all customers are referred to unique services and provides for a referral process between agencies.

In order to facilitate co-enrollments, Workforce System Partners use a shared database system created by TDLWD. The eCMATS system provides a more consistent framework for maintaining and reporting data collected between the partners and allows for limited linking of data between Workforce System partners. This centralized database provides common ground for storage of documentation; promotes fiscal integrity and reliable performance reporting; reduces duplication of services; and provides a central location for all information.

Describe the Welcome Function within your comprehensive career center. How will the welcome function be staffed?

The Welcome function will become a key process for all American Job Centers. In LWIA 6, the Welcome function will be staffed by employees of the Workforce System Operators. The American Job Center will utilize a single customer flow model based on customer needs. The welcome function includes the entry point, resource room, self-directed activities, and staff-assisted services without significant staff involvement.

(1) Welcome Function.

Entry Point: The Center staff serving in the welcome function will strive to greet all customers and create a positive first impression.

Service Needs and Evaluation: Every new customer will receive an evaluation of service needs and will be offered an initial assessment through the welcoming process. The service needs evaluation will assist the customer in determining the next appropriate set of services. Services associated with the welcome function may include the following: registration, orientation to services, re-employment program questions, provision of labor market information, access to resource room, identification of basic skill deficiencies, self-directed job referral and placement, referral to generic workshops, and referral to other community services. Job seekers shall be encouraged to register in the Wagner Peyser system but will not be required to at this stage of service access.

Initial Assessment: Will include a review of the service needs and determination of referral to partners. All partners serving in the Welcome Function will be cross-trained to assist in better serving the Career Center customers.

Referral to Appropriate Services: Based on the Needs Evaluation and Initial

Assessment, customers will be referred to the appropriate self-services, to an expert staff member co-located in the American Job Center or to an outside partner trained to assist in specific areas of expertise. Referring customers to subject matter experts such as Veterans Representations or Senior Employment Agencies will establish consistency and accuracy of service and thus ensure higher outcomes in reemployment and employment for program participants.

Describe the Skills/Career Development Function:

Including how this function will be carried out in a manner that respects funding source requirements for the activities and provides a seamless system for job seekers. For instance, how will staff deploy assessments of skills transferability and job matches to ensure suitable training and referrals.

(2) Skills/Career Development Function.

The Center staff serving in the Skills/Career Development function will do skills analysis, facilitate assessments and testing, identify support needs, provide career guidance and coaching, arrange for soft skills training, and refer job seekers to program specific occupational training. It will include staff-assisted core services in resource areas, basic needs evaluations and pre-employment skills workshops. Job seekers will be required to be registered in the Wagner Peyser system and may or may not be enrolled in Workforce Investment Act services at this time depending on the funding source paying for the activities. Per the February 2014 State Integrated Plan Modification, assessment of participants is an activity that can be adjusted to meet the requirements of several different programs such as, RESA, Veterans and WIA. The

resources saved by having a common intake can be substantial. The goal of all service programs is to help each individual to become self-sufficient and employed; so by creating a functional and aligned environment at the American Job Centers, TDLWD expects greater outcomes for participants and savings for the workforce system. In keeping with this goal, each partner of the American Job Center system shall enter into a Memorandum of Understanding agreeing to referral methods for potential participants and the sharing of assessment, case management and follow-up information for co-enrolled participants.

An array of assessments are available in each American Job Center and affiliate offices where evaluation areas may include a participant's needs, strengths, support systems, education, job skills, interests and career goals. Information may be gathered informally, via interviews or observations, or formally via assessment tools such as aptitude tests, computer assisted programs and interest inventories.

Formal Assessments may include, but are not limited to:

Aptitude and Ability Tests: These instruments attempt to measure a person's overall ability, including general intelligence, achievement, aptitude, and reading ability. Examples include the National Career Readiness Certificate Test (NCRC), the Test for Adult Basic Education (TABE) given by Adult Education Partners and ACT tests given at the secondary school level.

Interest Inventories: Standardized interest inventories help individuals identify their preference for particular activities. Suggestions are

then made regarding the occupations or occupational clusters that most closely match one's interests. Examples include the O*NET Interest Profiler, Career Ready 101 Interest Profiler and mynextmove.org.

Career Development Assessments:

These instruments attempt to assess where a person may be in the career decision making/development process, predisposition towards career change, stylistic approach, and other factors that affect the career development process. Examples include O*NET's Work Importance Locator and the careerinfonet.org Employability Checkup.

Informal Assessments may include, but are not limited to:

Interviewing: Information may be gathered about client needs and interests by conducting a personal interview. Personal interviews, which involve face-to-face interaction between the consultant and client, can provide in-depth information not easily obtained through other methods. Since personal interviews usually do not follow a predetermined set of questions, different information is often gathered with each interview, thus allowing for variations in the type of information collected from one client to another.

Observation: What is the customer's demonstrated attitude toward work; is the client able to operate independently; is the client motivated and committed; does he/she follow through with

assignments, are they punctual for appointments, etc.?

Education/Experience/Transferable

Skills: Information about past conditions and experiences should be examined to evaluate successes and failures and to identify possible patterns. Information from education and work experience records can provide valuable input about employee career needs and educational plans. Transferable skills are determined by comparing current skills against the requirements of other occupational clusters.

Values Assessment: The process of value clarification is frequently used as a component of career exploration. It assists individuals in identifying priorities, and it encompasses any activity that promotes self-examination.

Through the evaluations, interviews and assessments with customers, American Job Center staff will be better able to guide jobseekers to appropriate job openings in the Jobs4TN database, On the Job Training contracts and work experience opportunities.

(3) Business Services Function. Services associated with the Business Services function may include but are not limited to the following: business outreach and development; standard and customized recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trends; on-the-job training contracting, work experience; and referral to community services. For purposes of

clarifying roles and responsibilities, there is a difference between business development and job development. Job development is the process of working with a specific individual, then targeting employers to hire that individual. Business development is the process of focusing on business needs and expectations and then finding suitable and appropriate workers.

Funding source focused job development for agencies such as RESA, Veterans, SCSEP and VR will remain with the individual partner agencies. Each Partner funding source will continue to conduct job development within its own organizational structure and within the framework of funding source requirements. Individuals engaged in job development for targeted populations will be a part of the local business service team. This cross-functional strategy will ensure that targeted populations and the staff that work with them are engaged in conversation and planning to increase job opportunities for their respective populations.

The American Job Center staff involved in the Business Services function of business development will be responsible for building positive relationships with employers, identifying opportunities to address the human resource needs of employers, and designing services and products to assist employers in meeting their needs. This function acts as a bridge between business and job candidates by coordinating with all American Job Center staff and Partners to actively recruit and refer qualified job candidates based on the needs of business. By aligning the TDLWD's Business Services staff and LWIA 6 Business Services Coordinators with the Department of Economic and Community Development

(ECD), Tennessee has prioritized responsiveness and integrity of information for Tennessee businesses. Included also are Chambers of Commerce, Industrial Boards and nonprofit organizations ensuring consistent messaging. This advances the Governor's goals and objectives for moving Tennessee forward in high-demand jobs.

6. Process Management

6.1 Work Systems Design

6.1a Core Competencies

6.1b Work Process Design

6.2 Work Process Management and Improvement

6.2a Work Process Management

6.2b Work Process Improvement

Workforce Solutions has developed core competencies that are the areas in which the staff has knowledge to provide services in the most effective manner to clients.

Workforce Solutions, County Mayors, County Executives, and the Local Workforce Investment Board maintain relationships throughout the seven-county service area. These relationships include ties to area industry and private business communities. Case managers' relationships with their clients, most of which can be tied to the case managers' community involvement, the strength of the youth council's relationship to the youth in their respective counties, and with the school systems in the area.

Workforce Solutions staff knowledge of in-demand occupations and growth industries in Area Six proves a strength and assists in guiding individuals as they look to identify a career path. The work system designed by Workforce Solutions is based on the needs of our customers, employers, employees,

and individuals seeking employment. The number one focus of Workforce Solutions is assisting individuals in gaining employment.

7. Results

7.1 Product and Service Outcomes

7.1a Product and Service Results

7.2 Customer-Focused Outcomes

7.2a Customer-Focused Results

The definition of our product is that we offer employment, education, and training services to employers that need workers and also individuals seeking employment or individuals looking for a career change in LWIA 6, which includes Bedford, Coffee, Franklin, Grundy, Lincoln, Moore, and Warren counties. Other services provided to employers by Workforce Solutions and throughout the seven-county service area. The American Job Center partners include, but are not limited to, recruitment, accepting and screening applications, testing, assessments, direct referrals, incumbent worker training grants, on-the-job training, and labor market information.

The combined effort of all LWIA 6 partners in the Tennessee Career Center is the key element necessary to efficiently and effectively meet the needs of employers and the individuals seeking employment or making a career change.

Youth services - Ages 16-21 - In-School and Out-Of-School Activities

ESSENTIAL PROGRAM ELEMENTS

Three Program Design Requirements:

1. *Objective Assessment of Each Participant*
2. *Individual Service Strategies*
3. *Services that prepare youth for Post-Secondary Educational Opportunities, Link Academic and Occupational Learning, Prepare Youth for Employment, and provide Connections to Intermediary Organizations Linked to the Job Market and Employers*

Ten Program Elements Available to Youth:

1. *Tutoring, Study Skills, Training, and Instruction leading to Secondary School Completion, including Dropout Prevention Strategies*
2. *Alternative Secondary School Offerings*
3. *Summer Employment Opportunities directly Linked to Academic and Occupational Learning*
4. *Paid and Unpaid Work Experience, including Internships and Job Shadowing*
5. *Occupational Skill Training*
6. *Leadership Development Opportunities, which may include such activities as Positive Social Behavior and Soft Skills, Decision Making, Team Work, and other Activities such as Citizenship Skills*
7. *Supportive Services*
8. *Adult mentoring for a duration of at least twelve (12) Months, that may occur both during and after program participation*
9. *Follow-Up Services*
10. *Comprehensive Guidance and Counseling, including Drug and Alcohol Abuse Counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth.*

7.2.1 Customer Satisfaction

Relationship satisfaction are built through personal and professional involvement with the Career Center Partners, industrial boards, Three Star Program, plant managers' associations, human resource managers associations, chambers of commerce, board of education and other civic and social organizations within our area.

The state fast track program provides Career Center Partners the opportunity to meet with prospective employers to LWIA 6. Workforce Solutions has developed a professional organization that is recognized throughout LWIA 6 and the Tennessee Department of Labor & Workforce Development.

7.3 Financial and Market Outcomes

7.3a Financial and Market Results

7.4 Workforce-Focused Outcomes

7.4a Workforce Results

The financial goal for Workforce Solutions, County Mayors, County Executives, and the Local Workforce Board is to provide the highest quality of service to participants, while holding the costs to provide services as low as possible.

The cost per registration and the cost per participant consistently rank among the lowest in the Tennessee LWIA areas.

7.5 Process Effectiveness Outcomes

7.5a Process Effectiveness Results

Workforce Solutions and the Local Workforce Investment Board follow the description of services stated in the Workforce Investment Act. Work Systems

has been developed to ensure that all participants are offered and receive the same services in the same order.

The most effective measure for effectiveness of work process is to look to performance standards. If participants are successful, the performance standard will reflect that with positive performance.

Annual Performance Review Process highlights strengths and weaknesses of staff; also builds morale and sets benchmarks for attaining goals such as:

- ✓ Quality of work
- ✓ Job knowledge
- ✓ Interpersonal skills
- ✓ Productivity
- ✓ Attitude
- ✓ Communication
- ✓ Attendance
- ✓ Work Ethics
- ✓ Salary increases based on job performance
- ✓ Longevity
- ✓ Seldom employee turnover

The Process effectiveness results are listed below:

- ✓ Customer-driven quality as reflected in customer satisfaction surveys
- ✓ Annual audit conducted by Bailey and Associates, private accounting firm, revealed no financial or program audit exceptions
- Annual internal monitor of each subcontractors and case managers has resulted no significant findings
- Program Accountability Review (PAR) conducted by the State Department officials has discovered no findings

- Supervision/employee ratio staff of sixteen
- Executive Director supervises eight staff people; Career Center Coordinator supervises five staff people; Youth Coordinator supervises one staff person.

7.6 Leadership Outcomes

7.6a Leadership and Social Responsibility Results

The completion of the SWOT Analysis by Workforce Solutions and the Local Workforce Investment Board has been a guiding factor and much progress has been made in addressing the weaknesses and opportunities identified by the American Job Center partners. The SWOT Analysis is also beneficial by identifying strengths that can be made stronger and identifying threats that can be addressed locally.

Workforce Solutions and the Local Workforce Investment Board have proven fiscal responsibility by never having a financial finding of any kind during the annual audit conducted by the CPA firm of Winnett and Associates. In addition, the annual Program Accountability Review (PAR) conducted by the state monitoring staff has revealed no findings and also has had no report for corrective action.

Workforce Solutions and the Local Workforce Investment Board have never received a discrimination complaint.

Operations Focus

a. How do you design your work system? Describe how integrated co-enrollments and the process for determining the appropriateness and seamless approach will be achieved. How will necessary case management and reporting tasks be maintained and improved?

Workforce System Operators designated as a Partner Consortium shall provide oversight for the operation of the American Job Center and support to Affiliate sites. These functions may include but not be limited to: designating Site Leads to oversee the seamless service delivery design of the American Job Centers in LWIA 6 to include a Welcome Function, Skills/Career Development Function and a Business Services Team. The Tullahoma American Job Center will strive to increase efficiency and maximize customer service opportunities by creating a functionally aligned and seamless Workforce System. In order for the American Job Center delivery system to succeed, services must be integrated and delivered according to customer need not specifically program focus. This will be facilitated by the creation of an American Job Center chartering process and policy by the TDLWD. The chartering policy will be adopted by the State Workforce Board to be the foundation for aligning all workforce system policies and procedures, including necessary case management and reporting tasks. Until this chartering policy is created, LWIA 6 has entered into Memorandums of Understanding (MOU) with the Workforce System Operators and Career Center Partners to carry out the Service Integration Policy. The MOU establishes a cooperative and mutually beneficial relationship among the parties,

ensures that all customers are referred to unique services and provides for a referral process between agencies.

In order to facilitate co-enrollments, Workforce System Partners use a shared database system created by TDLWD. The eCMATS system provides a more consistent framework for maintaining and reporting data collected between the partners and allows for limited linking of data between Workforce System partners. This centralized database provides common ground for storage of documentation; promotes fiscal integrity and reliable performance reporting; reduces duplication of services; and provides a central location for all information.

Describe the Welcome Function within your comprehensive career center. How will the welcome function be staffed?

The Welcome function will become a key process for all American Job Centers. In LWIA 6, the Welcome function will be staffed by employees of the Workforce System Operators. The Tullahoma American Job Center will utilize a single customer flow model based on customer needs. The welcome function includes the entry point, resource room, self-directed activities, and staff-assisted services without significant staff involvement.

(1) Welcome Function.

Entry Point: The Center staff serving in the welcome function will strive to greet all customers and create a positive first impression.

Service Needs and Evaluation: Every new customer will receive an evaluation of service needs and will be offered an initial assessment through the welcoming process.

The service needs evaluation will assist the customer in determining the next appropriate set of services. Services associated with the welcome function may include the following: registration, orientation to services, re-employment program questions, provision of labor market information, access to resource room, identification of basic skill deficiencies, self-directed job referral and placement, referral to generic workshops, and referral to other community services. Job seekers shall be encouraged to register in the Wagner Peyser system but will not be required to at this stage of service access.

Initial Assessment: Will include a review of the service needs and determination of referral to partners. All partners serving in the Welcome Function will be cross-trained to assist in better serving the American Job Center customers.

Referral to Appropriate Services: Based on the Needs Evaluation and Initial Assessment, customers will be referred to the appropriate self-services, to an expert staff member co-located in the Center or to an outside Partner trained to assist in specific areas of expertise. Referring customers to subject matter experts such as Veterans Representations or Senior Employment Agencies will establish consistency and accuracy of service and thus ensure higher outcomes in reemployment and employment for program participants.

Describe the Skills/Career Development Function, including how this function will be carried out in a manner that respects funding source requirements for the activities and provides a seamless system for job seekers. For instance, how will staff deploy assessments of skills transferability

and job matches to ensure suitable training and referrals.

(2) Skills/Career Development Function.

The Center staff serving in the Skills/Career Development function will do skills analysis, facilitate assessments and testing, identify support needs, provide career guidance and coaching, arrange for soft skills training, and refer job seekers to program specific occupational training. It will include staff-assisted core services in resource areas, basic needs evaluations and pre-employment skills workshops. Job seekers will be required to be registered in the Wagner Peyser system and may or may not be enrolled in Workforce Investment Act services at this time depending on the funding source paying for the activities. Per the February 2014 State Integrated Plan Modification, assessment of participants is an activity that can be adjusted to meet the requirements of several different programs such as, RESA, Veterans and WIA. The resources saved by having a common intake can be substantial. The goal of all service programs is to help each individual to become self-sufficient and employed; so by creating a functional and aligned environment at the American Job Centers, TDLWD expects greater outcomes for participants and savings for the workforce system. In keeping with this goal, each partner of the American Job Center system shall enter into a Memorandum of Understanding agreeing to referral methods for potential participants and the sharing of assessment, case management and follow-up information for co-enrolled participants.

An array of assessments are available in both the Comprehensive and Affiliate Career Centers where evaluation areas may include a participant's needs, strengths,

support systems, education, job skills, interests and career goals. Information may be gathered informally, via interviews or observations, or formally via assessment tools such as aptitude tests, computer assisted programs and interest inventories.

Formal Assessments may include, but are not limited to:

Aptitude and Ability Tests: These instruments attempt to measure a person's overall ability, including general intelligence, achievement, aptitude, and reading ability. Examples include the National Career Readiness Certificate Test (NCRC), the Test for Adult Basic Education (TABE) given by Adult Education Partners and ACT tests given at the secondary school level.

Interest Inventories: Standardized interest inventories help individuals identify their preference for particular activities. Suggestions are then made regarding the occupations or occupational clusters that most closely match one's interests. Examples include the O*NET Interest Profiler, Career Ready 101 Interest Profiler and mynextmove.org.

Career Development Assessments: These instruments attempt to assess where a person may be in the career decision making/development process, predisposition towards career change, stylistic approach, and other factors that affect the career development process. Examples include O*NET's Work Importance Locator and the careerinfonet.org Employability Checkup.

Informal Assessments may include, but are not limited to:

Interviewing: Information may be gathered about client needs and interests by conducting a personal interview. Personal interviews, which involve face-to-face interaction between the consultant and client, can provide in-depth information not easily obtained through other methods. Since personal interviews usually do not follow a predetermined set of questions, different information is often gathered with each interview, thus allowing for variations in the type of information collected from one client to another.

Observation: What is the customer's demonstrated attitude toward work; is the client able to operate independently; is the client motivated and committed; does he/she follow through with assignments, are they punctual for appointments, etc.?

Education/Experience/Transferable Skills: Information about past conditions and experiences should be examined to evaluate successes and failures and to identify possible patterns. Information from education and work experience records can provide valuable input about employee career needs and educational plans. Transferable skills are determined by comparing current skills against the requirements of other occupational clusters.

Values Assessment: The process of value clarification is frequently used as a component of career exploration. It assists individuals in

identifying priorities, and it encompasses any activity that promotes self-examination.

Through the evaluations, interviews and assessments with customers, American Job Center staff will be better able to guide jobseekers to appropriate job openings in the Jobs4TN database, On the Job Training contracts and work experience opportunities.

Describe the Business Services Function which may include but are not limited to: business outreach and development; standard and customized recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic business and workforce trends; on-the-job training contracting and work experience; and referral to community services. How will this be coordinated with other programs such as RESA and Vets, while respecting funding source requirements? (Refer to Policy #7 Service Integration.)

(3) Business Services Function. Services associated with the Business Services function may include but are not limited to the following: business outreach and development; standard and customized recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trends; on-the-job training contracting, work experience; and referral to community services. For purposes of clarifying roles and responsibilities, there is a difference between business development and job development. Job development is the process of working with

a specific individual, then targeting employers to hire that individual. Business development is the process of focusing on business needs and expectations and then finding suitable and appropriate workers.

Funding source focused job development for agencies such as RESA, Veterans, SCSEP and VR will remain with the individual partner agencies. Each Partner funding source will continue to conduct job development within its own organizational structure and within the framework of funding source requirements. Individuals engaged in job development for targeted populations will be a part of the local business service team. This cross-functional strategy will ensure that targeted populations and the staff that work with them are engaged in conversation and planning to increase job opportunities for their respective populations.

The American Job Center staff involved in the Business Services function of business development will be responsible for building positive relationships with employers, identifying opportunities to address the human resource needs of employers, and designing services and products to assist employers in meeting their needs. This function acts as a bridge between business and job candidates by coordinating with all American Job Center staff and Partners to actively recruit and refer qualified job candidates based on the needs of business. By aligning the TDLWD's Business Services staff and LWIA 6 Business Services Coordinators with the Department of Economic and Community Development (ECD), Tennessee has prioritized responsiveness and integrity of information for Tennessee businesses. Included also are Chambers of Commerce, Industrial Boards

and nonprofit organizations ensuring consistent messaging. This advances the Governor's goals and objectives for moving Tennessee forward in high-demand jobs.

Describe the agreed upon real-time single customer flow. (See next page- Customer Flow Chart)

Customer Flowchart – LWIA 6

